

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
OCTOBER 14, 2011, IN MARVIN CENTER 403

Present: President Knapp, Provost Lerman, Registrar Amundson, and  
Parliamentarian Charnovitz; Deans Barratt and Dolling,  
Professors Barnhill, Brand-Ballard, Casey, Castleberry, Cordes,  
Galston, Garris, Harrington, Kessmann, Lipscomb, McAleavey,  
Newcomer, Parsons, Price, Rehman, Shesser, Simon, Williams,  
and Wirtz,

Absent: Interim Dean Akman, Deans Berman, Brown, Burke, Feuer,  
Goldman, Guthrie, and Johnson; Professors Dickson, Fairfax,  
Greenberg, Helgert, Hotez, Klaren, Ku, Wilmarth, and Yezer

CALL TO ORDER

The meeting was called to order by President Knapp at 2:15 p.m.

APPROVAL OF THE MINUTES

The minutes of the meeting held on September 9, 2011 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REORGANIZATION OF THE PROVOST'S OFFICE

Provost Lerman reported on the significant reorganization that took place over the summer in his office. He said when he arrived at GW last year, Dr. Williams was the University's designated Provost, with responsibility for Medical Center matters, including the School of Medicine and Health Sciences and the School of Public Health and Health Services. Dr. Lehman was the University's Executive Vice President for Academic Affairs, with responsibility for seven schools and the Gelman Library.

Provost Lerman advised that under the present administrative organization, the responsibility for academic matters now rests with him as Provost and Executive Vice President for Academic Affairs. Provost Lerman said he had considered a new organizational structure for the past year, with an important goal of making the structure and functions of the office more transparent to the faculty and to the students. The new organizational structure is also designed to align the portfolios of the Vice Provosts with the highest priorities for Academic Affairs.

The Provost's Office is now organized around two Senior Vice Provosts and four Vice Provost positions. Provost Lerman said he had created a Vice Provost for Teaching and Learning position to address questions such as how best to support faculty members in their teaching, assess student outcomes, and support technology in the classrooms. Other responsibilities of the office include responsibility for teaching awards and undergraduate research. Dr. Stephen Ehrmann was recruited to fill that position. He also holds a faculty appointment in the Graduate School of Education and Human Development.

Provost Lerman said for the most part he had kept Student Affairs intact under Senior Vice Provost for Student and Academic Services Robert Chernak, who oversees, among other things, undergraduate enrollment management, including admissions and financial aid.

A new position of Vice Provost for Finance and Budget has been created and recruitment is underway to fill this slot. Provost Lerman said he thought it important to have the ability, internal to the Provost's Office, to work with Deans and other academic administrators in looking at the structure of Academic Affairs and where financial resources are directed. The search committee for this position includes Professor Joseph Cordes from the Faculty Senate.

Another newly created position, that of Vice Provost for Diversity and Inclusion, has been filled by Dr. Terri Harris Reed, who was recently introduced to the Senate. She will direct the University's efforts to address another key priority, which is promoting the development of inclusiveness among faculty, students, and staff.

A fifth position, also newly-created, is that of the Vice Provost for Faculty Affairs. Dr. Dianne Martin, who was present at the meeting, is long-serving faculty member who recently retired from her faculty position, and she is now responsible for what Provost Lerman termed, "all things faculty." Among the issues her office will address is evaluating the University's recent experience in two of the Schools where early retirement incentive plans were implemented, and how that experience might inform the University's direction in that area in future. Another issue is thinking about ways to support the whole arc of a faculty member's career, from recruitment to the point where they become emeritus.

The largest single portfolio in Academic Affairs is that of Academic Affairs and Planning. Dr. Forrest Maltzman, the former chair of the Political Science department, has transitioned to Rice Hall as Senior Vice Provost and will head this unit. He will also serve as second in command when the Provost is unavailable.

As part of the effort to improve transparency, the Office's website has been revamped. This is a work in progress. The site contains the Office's organization chart as well as information on the areas each Vice Provost is responsible for. This will, of course, change over time, and the website will be revised to reflect these changes.

In conclusion, the Provost encouraged Senate members to provide feedback on issues which they feel should be addressed by Academic Affairs.

Professor Harrington inquired about the relationship between Academic Affairs and the research side of the University. Provost Lerman responded that it is of a collaborative nature. Leo Chalupa, the University's Vice President for Research, reports to President Knapp, but the Provost said he and the Vice President meet often and collaborate directly on key matters, such as requests for research matching funds, and start-up packages for research-intensive faculty. Every effort is made to align the work of both offices to maximize opportunities for faculty growth.

#### UPDATE ON THE COLLEGE OF PROFESSIONAL STUDIES

Provost Lerman prefaced his remarks by saying that his update would be made in the form of an announcement, which was also being disseminated via e-mail as the Senate met. As most in the Senate know from an earlier news release, Kathleen Burke, the current Dean of the College of Professional Studies (CPS) will step down effective December 31, after which she will work on a special assignment in Academic Affairs. The Provost said he has been working and consulting with various groups, including faculty, the CPS Dean's Council, the Senate Executive Committee, student groups, and the Council on American Politics, to determine how best to provide future leadership for CPS.

At the same time, Provost Lerman said when he arrived, one individual was responsible for administering the Virginia Science & Technology (VS&T) campus. This included managing access to these facilities for classes conducted there by several schools. Other off-campus learning center locations in Virginia came under the jurisdiction of the CPS Dean. This meant that faculty who wanted to teach off-campus had to consult with the individual having oversight of the location in which they wanted to teach. The idea of merging these functions under one individual's portfolio to provide more central coordination for off-campus functions was appealing for many reasons.

Provost Lerman said he was pleased to announce that the decision was made to appoint Professor Ali Eskandarian as Dean of the CPS, and also put under his charge the responsibility for off campus functions at the VS&T Campus. Professor Eskandarian is a Professor of Physics which will serve him well in his new role as it is necessary to have a deep familiarity with science and technology in order to administer the VS&T campus. Professor Eskandarian, who earned his Bachelor's and Ph.D. degrees at GW, has also served as Senior Associate Dean of the CPS for some time.

Professor Eskandarian was present at the meeting and was introduced to those present. He will assume the post at the Loudoun campus immediately, and the CPS deanship on January 1, 2012.

#### UPDATE ON THE HONORS PROGRAM

Because information concerning the dual location of the Honors Program at the Foggy Bottom and Mount Vernon campuses has been widely publicized, Provost Lerman commented briefly on this development. Following consultation with Senior Vice Provost Maltzman and Associate Provost Rachelle Heller at the Mount Vernon campus, the decision was made to relocate some portions of the Honors Program so that it would have a locus of activity at two of GW's campuses. The University Writing Program will move into the newly-renovated Ames Hall when it opens in January and will conduct virtually all of its

courses at the Mount Vernon campus, and in future, nearly all of the freshman Honors courses will also be offered there. Most of the upperclass Honors courses will still be taught at the Foggy Bottom campus. Freshmen in the Honors Program will be encouraged, but not required, to live on the Mount Vernon campus. The newest residence hall at Mount Vernon, West Hall, opened a year ago, and is quite popular. Freshman Honors participants will be given priority when it comes to selecting accommodations in this Hall. The Honors Program will retain space in the Foggy Bottom townhouse it presently occupies. Honors faculty who choose to relocate to Mount Vernon will be offered office space in the new Ames Hall. Provost Lerman said he thought this change will strengthen the academic identity of the Mount Vernon campus. It will also build the intellectual community there. So as to avoid disruption in the middle of the academic year, the dual location of the Honors Program will begin next summer, in 2012.

Another initiative planned for the Mount Vernon campus as an enhancement to the Honors Program will be the establishment of a Faculty Fellows Program. Many faculty would prefer to take a full year sabbatical, but at present, in many fields, they cannot do so because they cannot forgo their salary for the extra semester. So there are many faculty who opt for one semester but really need more time, to write a book, for example, or pursue their research interests. The new option would allow faculty members to apply to be an Honors Fellow, and in exchange for teaching one course at Mount Vernon they would be granted an extra semester of sabbatical leave. This will allow them to pursue their research while at the same time become part of the academic and intellectual community at the Mount Vernon campus. This program will be funded initially by Academic Affairs. The hope is that it will grow and in time, attract philanthropy.

Professor Parsons encouraged the Provost to assess how these changes will affect the Honors Program. He said as time has gone by, he has come to appreciate more and more its importance in attracting students who are academically passionate.

Professor Barnhill complimented Provost Lerman on his vision concerning what is possible at Mount Vernon. He added that he has seen similar programs succeed very well at other institutions where programs can benefit from the synergy created by a focused collection of scholars and students. The prospect of attracting outside funding sources is also a plus. Provost Lerman said he attends a reception with Mount Vernon alumni once a year, and added he thought this group would be very excited about this development.

## GENERAL BUSINESS

### I. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report, which is included with these minutes. Also included is the Senate Report made at the October meeting of the Academic Affairs Committee of the Board of Trustees.

### II. PROVOST'S REMARKS

Provost Lerman declined the opportunity to make further remarks beyond those already offered.



### III. CHAIR'S REMARKS

President Knapp noted that this weekend marks the University's Colonials Weekend. A number of social and entertainment events are planned for the enjoyment of participants in the parent's weekend activities.

This week, the University observed the 20<sup>th</sup> anniversary of the creation of GW's Science and Technology Campus in Virginia. A number of VIP visitors were in attendance and the opportunity for a campus tour was provided.

The campus originally consisted of 15 acres of land in Loudoun County given to the University by former Trustee Robert Smith, who passed away last year. It has now grown to 101 acres, and the campus with one building now has four, used primarily for academic and research purposes. The University's new School of Nursing is also located, and thriving, there. A new building will be added in conjunction with the University's relationship with the Textile Museum. That building will provide a state-of-the-art conservation facility on the campus. President Knapp said he thought this building will be very useful not only for GW students in the Museum Studies program, but to students and faculty in a wide range of disciplines.

President Knapp said he thought the Science and Technology campus was well worth a visit by faculty members. To illustrate the variety of activities there, he mentioned GW's partnership with Shenandoah University in a program that offers doctoral instruction in pharmacology and pharmacogenomics. The President also mentioned several research programs, including work on making turbines more efficient and self-repairing, and transportation safety at the National Crash Analysis Center, which features a system used for the development of safe driving systems based on information obtained from simulated car crashes.

President Knapp also said he had attended the annual meeting of the Medical Faculty Associates (MFA). The turnout was unusually robust. The MFA is growing and adding quite a number of new colleagues to the clinical faculty. As most Senate members know, the Medical Center was recently reorganized under the leadership of the Provost. The Center is now disaggregated into three separate schools, the SMHS, SPHHS, and the SON. The central Medical Center structure is no longer in place. Since the internal reorganization, the University has been working on strengthening its relationship with the MFA in a number of areas, including exploring arrangements for cooperation in the areas such as research and fundraising.

President Knapp related that he had covered a number of topics at the recent Faculty Assembly having to do with the pivotal year in which the University finds itself at the beginning of its last decade leading up to its bicentennial in 2021. The University is also on the verge of celebrating the hundredth anniversary in 2012 of its presence in Foggy Bottom. An increasing area of the focus for the University will be expanding its involvement in international initiatives. There are a number of these already in place, through the Department of Emergency Medicine, the International Business Program, which is ranked 5<sup>th</sup> by *U.S. News and World Report*, and Law School programs abroad, to name several.

The Engineering School is involved in international student exchange partnerships, and, of course, the Elliott School has broad international exposure because of its policy programs.

President Knapp said he had just attended a higher education summit in Washington, in which the U.S. Secretary of State partnered with the Minister of Education and Development from India, Kapil Sibal, to gather a number of University presidents to discuss matters of mutual interest. India will be faced with enormous challenges in the coming decade, because it will need to find ways to educate 500 million students. That is more students than the entire population of the U.S. It will be necessary to create many more educational institutions than presently exist in India. Partnerships with existing educational institutions in other countries are very likely to be part of meeting the enormous educational demand. GW is looking around the world, as other universities are, for talent and for knowledge and technology. In this area and many others there is no escaping the trend toward globalization. Because of its location here in the nation's capital, GW has a unique opportunity to shape some of the discussions going on with other nations about how best to form creative partnerships and facilitate constructive international approaches to common problems.

#### BRIEF STATEMENTS (AND QUESTIONS)

Professor Castleberry inquired about development of the University's new Strategic Plan. There is a lot of interest in this on the part of faculty and curiosity about how faculty input will contribute to its conceptualization. Provost Lerman said that he has talked with the Deans and the Senate Executive Committee about a ten step process that will be followed. A relatively small number of strategic themes will be articulated and developed, and ultimately the Plan will provide a focus for a number of the University's investment initiatives. At each stage, faculty will be engaged. That will be done through a variety of forums, including town meeting-style interactions as well as a number of smaller group discussions at the departmental and school level. A small steering Committee will guide the process. Key areas of focus will be identified in the next one to two months. Provost Lerman offered to share the ten step plan document already developed with the Senate.

Professor Williams said that he hoped that internationalization of the University's programs would be part of the Strategic Plan. He said his impression was that most initiatives now come about somewhat opportunistically through individual initiatives by faculty members rather than through initiatives guided by an overall planning framework.

President Knapp agreed with Professor Williams. Presently, there are a number of robust international programs and research collaborations in several schools. Focused attention to the many possibilities in the international arena can provide vibrant and growing opportunities for GW in the future.

Professor Parsons noted the recent departure of Professor Hotez, who served as a Senate representative from the School of Medicine and Health Sciences. He said he had enjoyed his company very much, and thought it really quite rare for someone at the peak of his academic career to take the time to serve on the Senate and contribute to University governance.

Professor Harrington commented on the occupational practical training program which allows international students to work for 20 to 30 months after their graduation in the U.S. A number of them obtain visas after participation in the program that will permit them to stay in the country and work.

Professor Price commented that Washington D.C. is an incredibly international city, with one in five people hailing from other countries. In terms of numbers, after Salvadoreans, people from India rank second in Washington's international population. Professor Price also inquired about how the Administration plans to obtain Senate input into development of the Strategic Plan. Provost Lerman said he would certainly consult with the Senate Executive Committee about the best ways in which to obtain Senate involvement in the process.

Professor Barnhill said he was enormously impressed by the discussion on this topic. He commented that it seemed to him that the most important thing that will happen in the next forty or fifty years will be absorption of at least 2 billion more people into the global economy and the education of these people. Strategic ways to address these opportunities need to be found. He requested that in the context of the University's strategic plan that the Administration bring to the Senate for discussion "minimal", "medium", and "aggressive" strategies for taking advantage of this opportunity as well as ways to finance the strategies.

Professor Rehman commented that, if the world population increases from 7 billion to 9 billion people, the University needs to be engaged not only in the education of the extra 2 billion over the next decade -- it also needs to be involved in global problem-solving, for example, feeding the additional 2 billion people.

Professor Lipscomb commented that once 2 billion more people are added to this planet's population, this will impact the other 100 billion species here. This is an incredible environmental overload. She urged that the University's focus on sustainability pertain not solely to the economy, but to the ecosystem as well.

#### ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 3:35 p.m.

*Elizabeth A. Amundson*

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Secretary

## **REPORT OF THE FACULTY SENATE TO THE ACADEMIC AFFAIRS COMMITTEE OF THE BOARD OF TRUSTEES**

The Faculty Senate has met twice since the last meeting of the Committee on Academic Affairs on May 6, 2011 and September 9, 2011.

On behalf of the Faculty Senate I offer the following report.

### **ACTION ITEMS**

The Faculty Senate adopted one resolution at its September meeting.

*A Resolution to Amend the Faculty Organization Plan to Provide Representation for the School of Nursing on the Faculty Senate and the Faculty Senate Executive Committee (11/1)*

Presented by the Committee on Professional Ethics and Academic Freedom, the resolution provides for one representative of the newly-established School of Nursing on the Faculty Senate and the Faculty Senate Executive Committee, beginning with the 2012-13 Senate session beginning on May 1, 2012.

Following its passage in the Senate, the resolution was transmitted to the University Administration, which accepted it. The Resolution now requires approval by the Faculty Assembly [the meeting is scheduled for October 4, 2011] before consideration by the Board of Trustees.

### **REPORTS**

#### *Update on the Science and Engineering Complex*

Professor Hermann Helgert, Co-Chair of the Special Science and Engineering Complex (SEC) Space Committee, provided a short history of Senate involvement in planning for the SEC. He also reviewed some of the SEC building parameters, projected occupancy for the building, and plans for replacement parking when the University Parking Garage is demolished on the SEC site. Financial information, including fundraising plans were outlined in the Update, and the final report by the Ballinger Architectural Firm for the SEC was distributed at the meeting and included with the meeting minutes.

#### *Update on the Parking Transition*

Executive Vice President and Treasurer Louis Katz provided information on the transition for campus parkers necessitated by the demolition of the University Parking Garage. There is more parking available than anticipated, and the transition has been largely successful. The issues it has presented are being resolved as they arise.



*Update on the Status of the Human Resources Office*

Executive Vice President and Treasurer Louis Katz also presented this update. Now that the University's former Chief Human Resources Officer, Louis Lemieux, has left the University, a search firm has been retained to assist with a national search for his replacement. The Faculty Senate will be represented on the search committee by Professor Murli Gupta, Chair of the Senate Committee on Appointment, Salary, and Promotion Policies. A list of contact persons by area in the Human Resources Offices for the use of faculty was provided at the September meeting, and will be included with the minutes.

Also distributed at the meeting was a report from the Appointment, Salary and Promotion Policies Committee which met on September 2, 2011. Information provided to the Committee on the University's 2012 benefits was distributed at the meeting for the early information of faculty before the Open Enrollment season begins in October. That information will also be included with the minutes of the September meeting.

**GRIEVANCES**

At this point in time, there are no nonconcurrences or grievances to report.

Respectfully submitted,

Michael S. Castleberry, Chair  
Faculty Senate Executive Committee

## REPORT OF THE EXECUTIVE COMMITTEE

Michael S. Castleberry, Chair

14 October 2011

1. The October 4<sup>th</sup> Faculty Assembly was very well-attended and the presentations by the President and Provost were well-received. Unlike the Senate, when they asked for questions or comments, no one responded! Only the Chair of the Executive Committee had to clarify his remarks! The Resolution on membership for the School of Nursing in the Senate and on the Executive Committee passed overwhelmingly and will go to the Board of Trustees next week. This is the second year that we have collaborated with the administration to improve the presentations that outline both what we have accomplished in the previous year and what the vision is as we look forward. We will continue these efforts.
2. I report the participation of members of the Senate on two administrative searches: Professor Gupta is serving on the search committee for the Director of Human Resources position and Professor Cordes serves on the Vice-Provost for Budget and Finance position search committee. We appreciate the contribution these individuals make by accepting membership on these committees and we will keep you informed on the status of the searches.
3. In your emails this month you noticed that the Senate has—finally—gone paperless. While there may be a period of adjustment as we all accept individual responsibility for printing Senate agendas and other documents we need for our own personal record, there is little doubt that we will be reducing significantly the volume of paper utilized and simply filed away. We ask for your support during this initial period of transition.
4. The charges to Senate Committees have been sent to Committee Chairs and it is our hope that each Committee will have met—or will soon meet—to formulate its work-scope for the academic year. There is much of substance before all of the Committees this year and we will be seeking to expand Committee presentations to the Senate as one means of keeping the members of this body informed on the work being done by the different groups.
5. The members of the Executive Committee continued the discussion initiated at the last Senate meeting on Senate representation. We will continue the discussion at the next meeting of the Committee and I hope to have a report and recommendation to you at the November meeting. The Committee reviewed the historical composition of the Senate since 1960 but also discussed issues related to differentiated staffing in different schools, e.g. numbers of Research Scientists, Clinical Law Professors, and the significance of the reduced numbers of tenured and tenure-line faculty in the Medical Faculty Associates. The *Faculty Code* is explicit in the delineation of responsibility for decision-making to those in tenured and tenure-line roles. At the same time, there is a reality of increasing numbers of faculty in other roles. This will be discussed further in the Executive Committee and, certainly, brought before the Senate for discussion.

6. There are no grievances or nonconcurrences to report at this time.
7. The next meeting of the Executive Committee is on 28 October. We request that you submit agenda items, reports, or resolutions prior to that time.

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THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

The Faculty Senate

October 6, 2011

The Faculty Senate will meet on Friday, October 14, 2011, at 2:10 p.m. in the Marvin Center, Room 403. Please note the change in the usual meeting place for this meeting.

AGENDA

1. Call to order
2. Approval of the minutes of the meeting held on September 9, 2011 (minutes to be distributed)
3. Introduction of Resolutions
4. Reorganization of the Provost's office: Provost Lerman
5. Update on the College of Professional Studies: Provost Lerman
6. Update on the Honors Program: Provost Lerman
7. General Business
  - (1) Report of the Executive Committee: Michael S. Castleberry, Chair
  - (2) Provost's Remarks
  - (3) Chair's Remarks
8. Brief Statements (and Questions)
9. Adjournment

*Elizabeth A. Amundson*  
Elizabeth A. Amundson  
Secretary